Canadian Heritage | Patrimoine canadien

Canada

CANADIAN HERITAGE

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Departmental Sustainable Development Strategy

Original signed by:

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SECTION I – Federal Sustainable Development Strategy

Federal Sustainable Development Strategy

The 2008 *Federal Sustainable Development Act* requires the Government of Canada to develop a *Federal Sustainable Development Strategy* (FSDS)[1] and to update it every three years. The Strategy includes federal sustainable development goals and targets as well as implementation strategies for meeting each target. The government will report every three years on progress toward achieving the goals and targets established in the Strategy.

The 2010-2013 FSDS continues to guide the Government of Canada's sustainable development activities. During 2013-2014, the government will be consulting the public regarding the second three-year cycle of the FSDS (2013-2016). This FSDS will then be finalized to provide the basis for the 2013-2014 year end performance reporting.

The FSDS establishes a framework for sustainable development planning and reporting with three key elements:

- An integrated, whole-of-government picture of actions and results to achieve environmental sustainability;
- A link between sustainable development planning and reporting and the Government's core expenditure planning and reporting system; and,
- Effective measurement, monitoring and reporting in order to track and report on progress to Canadians.

The FSDS brings together goals, targets and implementation strategies which have been created through the normal course of government decision-making. The FSDS itself does not establish new goals and targets, with the exception of those for greening government operations (GGO), rather it makes the outcomes of decision making more transparent.

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[1] The whole FSDS is available on Environment Canada website at: http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1

Goals, targets, and implementation strategies are organized under four priority themes:

I. Addressing climate change and clean air;

II. Maintaining water quality and availability;

III. Protecting nature; and

IV. Shrinking the environmental footprint - Beginning with government.

The FSDS focuses on environmental sustainability as a first step in integrating environmental concerns with economic and social considerations and sets in motion a process that will over time improve the way in which environmental, economic and social issues are considered. The FSDS will be updated every three years to report on what measures have been taken to address sustainable development, and which priorities remain to be addressed.

The FSDS, tabled in October 2010:

- links sustainable development to the Government's planning and reporting processes through the Expenditure Management System (EMS);
- uses environmental indicators to measure and report on progress of the FSDS;
- uses SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) criteria to establish the targets in the FSDS; and
- outlines the government's commitment to strengthen the application of strategic environmental assessments (SEAs). This will improve the consideration of environmental concerns when making economic or social decisions by applying the FSDS goals and targets when undertaking SEAs, reporting on the results of SEAs in *Departmental Performance Reports* (DPR), and describing the contribution of a proposal to the achievement of the FSDS goals and targets in the SEA public statements.

The FSDS goals, targets and implementation strategies give a detailed description of federal government activities under each heading, so for the first time it is possible to see all activities in one place. The first Progress Report on the Federal Sustainable Development Strategy 2010-13 published on June 16, 2011 is available on Environment Canada's website (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=917F8B09-1). Publication of the second Progress Report is scheduled for Winter 2013.

2010 Federal Sustainable Development Strategy

Theme IV: Shrinking the Environmental Footprint – Beginning with Government- Greening of Government Operations (GGO)

The 2010 Strategy continues to apply and it is the FSDS's Theme IV (Shrinking the Environmental Footprint – Beginning with Government- Greening of Government Operations (GGO)), which includes the mandatory parameters for Canadian Heritage.

The Government of Canada is a major consumer of natural resources and a producer of air emissions and waste products which have a significant impact on the environment. As custodian, fleet manager, procurer of goods and services, and employer, the Government has demonstrated a commitment to do its part to reduce the impact of its operations and leadership with regard to greening operations.

With this in mind, the federal government has developed new targets in the areas of green buildings, greenhouse gas emissions, electronic waste, printing units, paper consumption, green meetings, and green procurement. Public Works and Government Services Canada will continue to provide technical support to departments in greening their operations.

GGO Theme IV: What applies to Canadian Heritage?

Responsibility for Greening Government Operations Targets					
Departments and Agencies[1]	Green Buildings	Green Buildings	E-waste, Printing Units, Paper Consumption Green Meetings	GHG* emissions from buildings and fleet	GHG* emissions from fleet only
Canadian Heritage	Yes	Yes	Yes	No	No

*Legend: GHG: Green House Gas

Source: Extract from Canada, *FSDS, Annex 4: Theme IV, Shrinking the Environmental Footprint - Beginning with Government, Goal: Greening Government Operations, Minimize the environmental footprint of government operations*, Figure 6. (http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=D39CB7AC-1)

SECTION II – Departmental Overview of Canadian Heritage and Vision for Sustainable Development

Canadian Heritage's Sustainable Development Strategies

Canadian Heritage has implemented a number of sustainable development strategies since 1997 in which it focused on ensuring that the environmental impacts of its decisions were understood, weighed and appropriately addressed. The plans were presented in the Department's various *Reports on Plans and Priorities*. Results–whether in improvements to operational practices or increased capacity to undertake strategic environmental assessments of programs and policies–were reported in previous *Departmental Performance Reports.*[2]

Raison d'être of the Department of Canadian Heritage

The Department of Canadian Heritage (the Department) and Canada's major national cultural institutions play a vital role in the cultural, civic and economic life of Canadians. We work together to support culture, arts, heritage, official languages, citizenship and participation, Aboriginal, youth and sport initiatives.

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[2] Canada, Treasury Board of Canada Secretariat, Estimates: http://www.tbs-sct.gc.ca/est-pre/index-eng.asp.

Planning Summary

Financial Resources (Planned Spending — $ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
1,317.2	1,317.2	1,367.9	1,087.1

Please consult the *2013-14 Report on Plans and* Priorities of the Department for additional information.

Human Resources (Full-Time Equivalents—FTE)

2013–14	2014–15	2015–16
1,493.3	1,485.3	1,391.9

Please consult the *2013-14 Report on Plans and Priorities* of the Department for additional information.

Canadian Heritage operates in five regions and in the National Capital region. The 5 regions are:

- Western Region (British Columbia, Alberta, Yukon);
- Prairies and Northern Region (Saskatchewan, Manitoba, North West Territories, Nunavut);
- Ontario Region;
- Québec Region;
- Atlantic Region (New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland and Labrador).

Contribution to the Federal Sustainable Development Strategy (FSDS)

The Department of Canadian Heritage will continue to contribute to the *Federal Sustainable Development Strategy (FSDS)*, released in October 2010, by developing its own *Departmental Sustainable Development Strategy (DSDS)*, as prescribed by the FSDS. The theme applying to Canadian Heritage is Theme IV: *"Shrinking the environmental footprint - Beginning with government."* Canadian Heritage is fully committed to the success of the Greening of Government Operations (GGO).

As in the past, the DSDS is included in the *2013-14 Report on Plans and Priorities* of Canadian Heritage and will be updated annually. Results will be included in its *Departmental Performance Report* each subsequent year.

Overall Responsibilities of Canadian Heritage

The Department of Canadian Heritage is responsible for policies and the delivery of programs that help all Canadians participate in their shared cultural and civic life. The Department's legislative mandate is set out in the *Department of Canadian Heritage Act* and in other statutes for which the Minister of Canadian Heritage and Official Languages is responsible, representing a wide-ranging list of responsibilities for the Minister under the heading of "Canadian identity and values, cultural development, and heritage."

The Department oversees the administration of numerous laws, notably: the *Broadcasting Act*, the *Copyright Act and the Investment Canada Act* (the latter two acts are shared with Industry Canada), the *Official Languages Act* (Part VII), the *Museums Act*, the *Cultural Property Export and Import Act*, the *Status of the Artist Act*, and the *Physical Activity and Sport Act* (shared with Health Canada).

The Department of Canadian Heritage is specifically responsible for formulating and implementing cultural policies related to copyright, foreign investment and broadcasting, as well as policies related to arts, culture, heritage, official languages, sport, state ceremonial and protocol, and Canadian symbols. The Department's programs, delivered through Headquarters, and 18 points of service including five regional offices across the country, fund community and third-party organizations to promote the benefits of culture, identity, and sport for Canadians.

The Minister of Canadian Heritage and Official Languages is accountable to Parliament for the Department and the 19 organizations that make up the Canadian Heritage Portfolio.

Strategic Outcomes

The Department's activities are structured around three strategic outcomes. The details on these strategic outcomes are listed in Canadian Heritage's 2013-14 *Report on Plans and Priorities* (http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm).

1. **Canadian artistic expressions and cultural content are created and accessible at home and abroad** - this speaks to the creative and economic importance of the continued existence and public availability of Canadian cultural products, artistic work by Canadian creators and performers and Canada's cultural heritage.
2. **Canadians share, express and appreciate their Canadian identity** - this supports the mandate of fostering a stronger Canadian identity through active, engaged, inclusive citizenship and recognition of the importance of both linguistic duality and a shared civic identity.
3. **Canadians participate and excel in sport** - this speaks to the beneficial effects of sport participation on the health and well-being of individuals and to the impact of international achievement in sport on Canadian pride.

Program Alignment Architecture (PAA)

The Program Alignment Architecture (PAA) illustrates how the Department's programs and activities are linked and how their expected results are organized in order to achieve the Department's strategic outcomes and mandate. A Performance Measurement Framework (PMF) has been developed to serve as an objective basis for collecting information related to the intended results of the Department's programs. The 2013-14 Report on Plans and Priorities is based on the PAA and the targets and expected results identified in the PMF.

Theme IV of FSDS is included in Program Activity 8 (Internal Services) of Canadian Heritage's Program Alignment Architecture.

2013-14 Program Alignment Architecture

SO1
Canadian artistic expressions and cultural content are created and accessible at home and abroad

1. Arts
- 1.1 Canada Arts Presentation Fund
- 1.2 Canada Cultural Spaces Fund
- 1.3 Fathers of Confederation Buildings Trust
- 1.4 Canada Arts Training Fund
- 1.5 Canada Cultural Investment Fund

2. Cultural Industries
- 2.1 Broadcasting and Digital Communications Policy
- 2.2 Canada Media Fund
- 2.3 Film and Video Policy
- 2.4 Film or Video Production Tax Credits
- 2.5 Canada Music Fund
- 2.6 Canada Book Fund
- 2.7 Canada Periodical Fund
- 2.8 Copyright Policy
- 2.9 Cultural Sector Investment Review
- 2.10 TV 5

3. Heritage
- 3.1 Museums Assistance Program
- 3.2 Canada Travelling Exhibitions Indemnification Program
- 3.3 Canadian Heritage Information Network
- 3.4 Canadian Conservation Institute
- 3.5 Movable Cultural Property Program

SO2
Canadians share, express and appreciate their Canadian identity

4. Attachment to Canada
- 4.1 Celebration and Commemoration Program
- 4.2 State Ceremonial and Protocol
- 4.3 Canadian Studies Program
- 4.4 Exchanges Canada Program
- 4.5 Youth Take Charge

5. Engagement and Community Participation
- 5.1 Human Rights Program
- 5.2 Building Communities through Arts & Heritage
- 5.3 Aboriginal Peoples' Program

6. Official Languages
- 6.1 Development of Official-Languages Communities Program
- 6.2 Enhancement of Official Languages Program
- 6.3 Official Languages Coordination Program

SO3
Canadians participate and excel in sport

7. Sport
- 7.1 Hosting Program
- 7.2 Sport Support Program
- 7.3 Athlete Assistance Program

8. Internal Services

Theme IV: Shrinking the Environmental Footprint – Beginning with Government

- 8.1 Governance and Management Support
- 8.2 Resource Management Services
- 8.3 Asset Management Services

Departmental Vision for the Sustainable Development Strategy

The Department of Canadian Heritage has a vision built on the *Federal Sustainable Development Act* (2008) and on the *Federal Sustainable Development Strategy* (FSDS) (October 2010).

Canadian Heritage aims to contribute to the achievement of the highest level of sustainable development as a means to fulfilling its mandate.

Canadian Heritage will:

- integrate sustainable development in operational planning and governance structures[3];
- contribute to sustainable development within the legislative mandate of the Department as set out in the *Department of Canadian Heritage Act* and in other statutes for which the Minister of Canadian Heritage is responsible, which offers an extensive but not exhaustive list of responsibilities for the Minister under the heading of "Canadian identity and values, cultural development, and heritage." [4]
- contribute to the *Federal Sustainable Development Strategy* by improving the environmental impacts of its internal operations (GGO activities)[5]. The Department will continue to change the way it operates by ensuring that specific, measurable, attainable, relevant and time bound goals for greening Government operations are developed and met.

Canadian Heritage aims to achieve the following seven areas and goals of Theme IV (detailed information can be found in the GGO table):

a. **Green Buildings: Only one target applies to Canadian Conservation Institute (CCI) Building.**

b. **Disposal of Electronic and Electric Waste.**

c. **Manage Printing.**

d. **Reduce Paper Consumption.**

e. **Green Meetings.**

f. **Green Procurement.**

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[3] This relates to Section 5 of *Federal Sustainable Development Act* (FSDA)
[4] This relates to Section 11 of the FSDA.
[5] This relates to Section 11 of the FSDA.

g. **Training, Employee Performance Evaluations, and Management Processes and Controls.**

The Department of Canadian Heritage will also continue to work with other federal departments and agencies to develop future Sustainable Development Strategies that will incrementally develop the environmental, social and economic pillars of sustainable development.

SECTION III – Departmental Practices Related to Decision-Making and Sustainable Development

Departmental organization for the Sustainable Development Strategy

In the Department of Canadian Heritage, the Sustainable Development Strategy (SDS) is under Program Activity 8: Internal Services, as only Theme IV of the Federal Sustainable Development Strategy applies to Canadian Heritage. The SDS will be implemented within existing resources.

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization, and not to those provided specifically to a program.

Among these areas, specific branches contribute to the development of the SDS:

- Human Resources Management Services;
- Chief Information Officer Branch;
- Real Property Services;
- Materiel Services;
- Acquisition Services; and
- Legal Services.

Program Activity 8 (Internal Services):

Financial Resources ($ millions)

Total Budgetary Expenditures (Main Estimates) 2013-14	Planned Spending 2013–14	Planned Spending 2014–15	Planned Spending 2015–16
74.9	74.9	74.8	74.7

Please consult the *2013-14 Report on Plans and* Priorities of the Department for additional information.

Human Resources (FTE)

2013–14	2014–15	2015–16
551.4	550.5	542.9

Please consult the *2013-14 Report on Plans and* Priorities of the Department for additional information.

Departmental Working Group on Sustainable Development

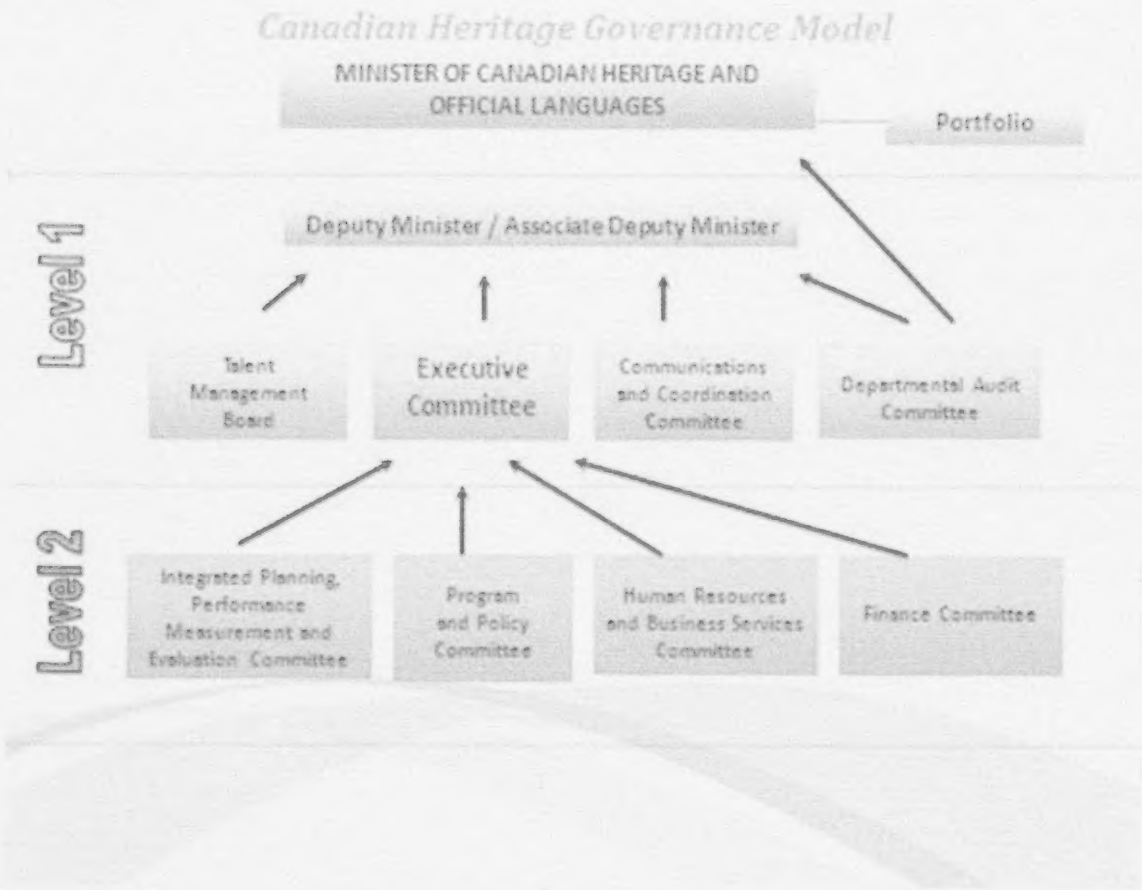
The Canadian Heritage Working Group on Sustainable Development (specialists and Directors General) continues to implement and monitor the Canadian Heritage *Sustainable Development Strategy*. Senior level approval is granted through the *Report on Plans and Priorities* (RPP) and the *Departmental Performance Report* (DPR) approval processes (see the chart of the Department Governance Structure).

The Working Group is chaired by the Director General, Strategic Policy, Planning and Research (within the Strategic Policy, Planning and Corporate Affairs Sector).

The main partners of the Departmental Working Group for SDS are:

- Contracting and Material Management Directorate (within Financial Management Branch).
- Facilities Management Directorate (within Human Resources Workplace Management Branch).
- Corporate Services and Real Property, Canadian Conservation Institute (within Citizenship and Heritage Sector).
- Strategic Planning, Policy and Performance Directorate (within the Chief Information Officer Branch, Strategic Policy, Planning and Corporate Affairs Sector).
- Strategic Policy, Planning and Research Branch, (within the Strategic Policy, Planning and Corporate Affairs Sector).
- Cabinet and Parliamentary Affairs Directorate (within Corporate Secretary, (for Strategic Environmental Assessments implementation)).
- Legal Services.
- Regional offices.

Canadian Heritage Governance Structure



Strategic Environmental Assessments Planned Highlights and Commitments

The Department is continuing to implement the *2004 Cabinet Directive on Strategic Environmental Assessment* and its *2010 Guidelines,*[6] particularly for Memoranda to Cabinet (MC) and Treasury Board (TB) submissions.

A questionnaire accompanied by a guide has been developed to help determine when a Strategic environmental assessment (SEA) is required at the MC or at the TB submission phase. SEAs, when needed, will continue to incorporate environmental considerations into the development of public policies and strategic decisions. SEA's also serve to strengthen accountability and provide greater public confidence that Government decisions are being made in full awareness of the potential environmental impact.

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[6] This 2004 Cabinet Directive is available at : http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications
The 2010 Guidelines are available at : http://www.ceaa-acee.gc.ca/default.asp?lang=En&n=B3186435-1

SECTION IV – Implementation Strategies for Sustainable Development, Theme IV: Shrinking the Environmental Footprint - Beginning with Government

Introduction

This Section reproduces the online table on Greening of Government Operations (GGO) which is part of the Canadian Heritage's *2013-14 Report on Plans and Priorities* (available on Canadian Heritage website at http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm and on the Treasury Board of Canada Secretariat website at http://www.tbs-sct.gc.ca/est-pre/index-eng.asp.

The entire GGO table is a requirement whose content and format are prescribed by the Treasury Board of Canada Secretariat in its *Supplementary Information Tables, 2013-14 Report on Plans and Priorities, Template for the Electronic Document.* Even if some tables are not applicable to Canadian Heritage, these are mandatory to the document.

Greening Government Operations (GGO)

Overview

The GGO supplementary table applies to departments and agencies bound by the *Federal Sustainable Development Act*, the *Policy on Green Procurement*, or the *Policy Framework for Offsetting Greenhouse Gas Emissions from Major International Events*.

Please note:

- RPP refers to Reports on Plans and Priorities and represents planned/expected results.
- DPR refers to Departmental Performance Reports and represents actual results.

Green Building Targets

8.1 As of April 1, 2012, and pursuant to departmental strategic frameworks, new construction and build-to-lease projects, and major renovation projects, will achieve an industry-recognized level of high environmental performance[1].		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of completed new construction, build-to-lease and major renovation projects in the given fiscal year, as per departmental strategic framework.	0	
Number of completed new construction, build-to-lease and major renovation projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework.	0	
Existence of strategic framework.	Yes, completed in 2011-12	

Strategies / Comments

i. The Department of Canadian Heritage currently has no plans for new construction or build-to-lease projects, or major renovation projects.

8.2 As of April 1, 2012, and pursuant to departmental strategic frameworks, existing crown buildings over 1000m^2 will be assessed for environmental performance using an industry-recognized assessment tool[2].			
Performance Measure		**RPP**	**DPR**
Target Status			
Number of buildings over 1000m^2, as per departmental strategic framework.		0	
Percentage of buildings over 1000m^2 that have been assessed using an industry-recognized assessment tool, as per departmental strategic framework. (Optional in FY 2011-12)	FY 2011-12	0	
	FY 2012-13	0	
	FY 2013-14	0	
Existence of strategic framework. *(Optional in RPP 2011-12)*		Yes, completed in 2011-12	

Strategies / Comments

i. The Department of Canadian Heritage is not a custodian of any Crown owned buildings.

8.3 As of April 1, 2012, and pursuant to departmental strategic frameworks, new lease or lease renewal projects over 1000m^2, where the Crown is the major lessee, will be assessed for environmental performance using an industry-recognized assessment tool[3].		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of completed lease and lease renewal projects over 1000m^2 in the given fiscal year, as per departmental strategic framework.	2	
Number of completed lease and lease renewal projects over 1000m^2 that were assessed using an industry-recognized assessment tool in the given fiscal year, as per departmental strategic framework.	1	
Existence of strategic framework.	Yes, completed in 2011-12	

Strategies / Comments

i. The Canadian Conservation Institute (CCI) is a Special Operating Agency and a Branch of the Department of Canadian Heritage. CCI is custodian of the properties at 1729-1731 St-Laurent Boulevard (a warehouse) and 1030 Innes Road (Laboratory and Office facility), Ottawa, Ontario. The building on Innes Road is leased on a Triple Net Lease and CCI is responsible for all operations, maintenance and repairs of the entire building envelope and systems.

ii. An industry approved building evaluation was done in 2012-13. CCI plans to set goals to improve the operation to eventually obtain a BomaBest Level II.

iii. Part of the BomaBest Evaluation was the completion of an Energy Audit. A follow- up that entails discussion with technical advisors, key CCI personnel as well as laboratory experts from the National Laboratory Network from PWGSC, will help determine where CCI can set targets to reduce energy usage (including water). Additionally, it will ensure that the targets are reasonable and will not affect the safe functioning of the facility.

iv. The facility located at 1729-1731 St-Laurent Boulevard was not assessed as it is a warehouse facility.

8.4 As of April 1, 2012, and pursuant to departmental strategic frameworks, fit-up and refit projects will achieve an industry-recognized level of high environmental performance[4].		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of completed fit-up and refit projects in the given fiscal year, as per departmental strategic framework.	0	
Number of completed fit-up and refit projects that have achieved an industry-recognized level of high environmental performance in the given fiscal year, as per departmental strategic framework.	0	
Existence of strategic framework.	Yes	

Strategies / Comments

i. The Department of Canadian Heritage has no plans for fit-up or refit projects.

Greenhouse Gas Emissions Target

8.5 The federal government will take action now to reduce levels of greenhouse gas emissions from its operations to match the national target of 17% below 2005 by 2020.			
Performance Measure		**RPP**	**DPR**
Target Status			
Departmental GHG reduction target: Percentage of absolute reduction in GHG emissions by fiscal year 2020-21, relative to fiscal year 2005-06.		N/A	
Departmental GHG emissions in fiscal year 2005-06, in kilotons of CO^2 equivalent.		N/A	
Departmental GHG emissions in the given fiscal year, in kilotons of CO^2 equivalent.	FY 2011-12	N/A	
	FY 2012-13	N/A	
	FY 2013-14	N/A	
	FY 2014-15		
	FY 2015-16		
	FY 2016-17		
	FY 2017-18		
	FY 2018-19		
	FY 2019-20		
	FY 2020-21		
Percent change in departmental GHG emissions from fiscal year 2005-2006 to the end of the given fiscal year.	FY 2011-12	N/A	
	FY 2012-13	N/A	

Performance Measure		RPP	DPR
	FY 2013-14	N/A	
	FY 2014-15		
	FY 2015-16		
	FY 2016-17		
Percent change in departmental GHG emissions from fiscal year 2005-2006 to the end of the given fiscal year.	FY 2017-18		
	FY 2018-19		
	FY 2019-20		
	FY 2020-21		
Existence of an implementation plan to reduce GHG emissions.		N/A	

Surplus Electronic and Electrical Equipment Target

8.6 By March 31, 2014, each department will reuse or recycle all surplus electronic and electrical equipment (EEE) in an environmentally sound and secure manner.			
Performance Measure		**RPP**	**DPR**
Target Status			
Existence of implementation plan for the disposal of all departmentally-generated EEE.		Yes	
Total number of departmental locations with EEE implementation plan fully implemented, expressed as a percentage of all locations, by the end of the given fiscal year.	FY 2011-12	17%	
	FY 2012-13	67%	
	FY 2013-14	100%	

Strategies / Comments

i. Definition of Location: Region
ii. Number of Locations with Canadian Heritage:

- Canadian Heritage operates in 5 Regions and in the National Capital region. The 5 regions are:
  i. Western Region (British Columbia, Alberta, Yukon)
  ii. Prairies and Northern Region (Saskatchewan, Manitoba, North West Territories, Nunavut)
  iii. Ontario Region
  iv. Quebec Region
  v. Atlantic Region

iii. Implementation Strategies:

- In the National Capital Region, surplus EEE is centrally controlled by Contracting and Materiel Management Directorate (CMMD). Disposal takes place in accordance with the Treasury Board Secretariat's *Directive on Disposal of Surplus Materiel* requirements and practices.
- An ongoing assessment of the remaining regional practices and funding implications will be conducted to determine a process for rolling out the implementation plan to the regions. All regions will have fully implemented the EEE implementation plan by March 31, 2014.

iv. Roles, Responsibilities and Key Activity Areas:

- Responsibility Centre Managers are responsible for the management of assets. Once an asset is no longer required, they are responsible for identifying the asset as surplus and for informing the proper functional areas (e.g. CMMD, Facilities Management, Knowledge, Information and Technology Services (KITS), etc.)
- CMMD manages the warehousing and storage functions associated with surplus EEE and oversees proper surplus EEE disposal, once the necessary verifications have been done by other potential stakeholders.

v. Mechanisms to Evaluate Plan Effectiveness:

- Canadian Heritage will rely on internal reports that will be generated through its internal financial management system, as well as disposal records to evaluate the effectiveness of its EEE disposal activities.

vi. Plans/Strategies for Intradepartmental Engagement:

- Communications with regional offices will continue in order to ensure a proper understanding of the strategy's objectives as they relate to surplus electronic and electrical equipment and to allow for a successful implementation of EEE disposal practices.
- Facilities Management and CIOB are involved in the disposal of surplus assets.

Printing Unit Reduction Target

8.7 By March 31, 2013, each department will achieve an 8:1 average ratio of office employees to printing units. Departments will apply target where building occupancy levels, security considerations, and space configuration allow.			
Performance Measure		**RPP**	**DPR**
Target Status			
Ratio of departmental office employees to printing units in fiscal year 2010-11, where building occupancy levels, security considerations and space configuration allow.		N/A	
Ratio of departmental office employees to printing units at the end of the given fiscal year, where building occupancy levels, security considerations and space configuration allow.	FY 2011-12	N/A	
	FY 2012-13	8:1	
	FY 2013-14	8:1	

Strategies / Comments

i. Canadian Heritage defines a printing unit as a printer or a photocopier.
ii. Canadian Heritage's criteria for exclusions include: employees with limited mobility, high output volume requirements, compatibility with software applications, specific technical imaging devices (i.e. plotters, printers linked to laboratory equipment, etc.), and printer requirements associated to formal telework arrangements.
iii. Surplus printers will be removed from operating areas as offices are vacated.
iv. A consolidation exercise has been initiated to reduce the overall number of printers and multi-functional devices.
v. An implementation plan has been developed in consultation with the Sectors.

Paper Consumption Target

8.8 By March 31, 2014, each department will reduce internal paper consumption per office employee by 20%. Each department will establish a baseline between 2005-2006 and 2011-2012, and applicable scope.			
Performance Measure		**RPP**	**DPR**
Target Status			
Number of sheets of internal office paper purchased or consumed per office employee in the baseline year selected, as per departmental scope.		6415.45/Sheets/OE 2011-12 - Baseline Year	
Cumulative reduction (or increase) in paper consumption per employee, expressed as a percentage, relative to baseline year selected.	FY 2011-12	6415.45/Sheets/OE	
	FY 2012-13	10%	
	FY 2013-14	20%	

Strategies / Comments

i. Information to track this progress against this target is available from the internal financial management system. Total amounts of paper purchases will be divided by the amount of employees reported in the RPP in order to calculate a consumption average. A comparison to the baseline year data will then be done to evaluate progress.

ii. Employees will be encouraged, through the printer and multi-functional device exercise, to be creative in the use of alternative tools and work arrangements in order to support a reduction in the consummation of paper.

Green Meetings Target

8.9 By March 31, 2012, each department will adopt a guide for greening meetings.		
Performance Measure	**RPP**	**DPR**
Target Status		
Presence of a green meeting guide.	Yes	

Strategies / Comments

i. The department will create a strategy to implement the guide and monitor its use:

- Seek input on the guide from key departmental stakeholders.
- Develop a communication and awareness strategy and integrate green meeting principles for the department.
- Develop target measures to track and report on implementation.
- Ensure the guide is available as a reference manual.

Green Procurement Targets

8.10 As of April 1, 2011, each department will establish at least 3 SMART green procurement targets to reduce environmental impacts.

By March 31, 2014, 80% of furniture purchases will be through PWGSC Green Standing Offers.		
Performance Measure	**RPP**	**DPR**
Target Status		
Percentage of furniture purchased through PWGSC green standing offers, relative all furniture purchases in the given fiscal year.	80%	
Progress against measure in the given fiscal year.	80%	

Strategies / Comments

i. Canadian Heritage has ensured that this target meets SMART criteria, including:

- **S**pecific: This target applies to a specific percentage of departmental furniture purchases.
- **M**easurable: The source of purchase, in comparison to the total volume of purchases will be used to determine success rate. Information to track this progress against this target is / will be available from the internal financial management system.
- **A**chievable: Consolidation of requirements and information sharing to increase awareness will be used to guide the department in meeting its target.
- **R**elevant: Furniture is among the top spend categories for the department.
- **T**ime bound: Target must be achieved by March 31, 2014.

ii. Implementation Strategy:

- PCH will continue to monitor furniture procurement activities to ensure that the established targets are met.
- Recommendations promoting green procurement items will be made to clients purchasing furniture.

By March 31, 2014, 80% of IT Hardware purchases will have at least one environmental attribute (e.g., energy star).		
Performance Measure	**RPP**	**DPR**
Target Status		
Percentage of IT hardware purchases that have at least one environmental attribute, relative to all IT hardware purchases in the given fiscal year.	80%	
Progress against measure in the given fiscal year.	80%	

Strategies / Comments

i. Canadian Heritage has ensured that this target meets SMART criteria, including:

- **S**pecific: This target applies to a specific percentage of departmental IT hardware purchases.
- **M**easurable: The source of purchase and product specifications will be used to determine the success rate. Information to track this progress against this target is available from the SAP system.
- **A**chievable: Consolidation of requirements and information sharing to increase awareness will be used to guide the department in meeting its target.
- **R**elevant: IT hardware is among the top spend categories for the department.
- **T**ime bound: Target must be achieved by March 31, 2014.

ii. Implementation Strategy:

- PCH will continue to monitor IT hardware procurement activities to ensure that the established targets are met.
- Recommendations promoting green procurement items will be made to clients purchasing IT hardware.

As of April 1, 2011, Canadian Heritage will ensure that 90% of paper purchases have a minimum of 30% recycled content.		
Performance Measure	**RPP**	**DPR**
Target Status		
Percentage of paper purchased through the green standing offer and printing contracts, relative to all paper purchased in the given fiscal year.	90%	
Progress against measure in the given fiscal year.	90%	

Strategies / Comments

i. Canadian Heritage has ensured that this target meets SMART criteria, including:

- **S**pecific: This target applies to a specific percentage of departmental paper purchases.
- **M**easurable: The source of purchase, in comparison to the total volume of purchases will be used to determine success rate. Information to track this progress against this target is available from the SAP system.
- **A**chievable: Consolidation of requirements and information sharing to increase awareness will be used to guide the department in meeting its target.
- **R**elevant: This target presents an opportunity for Canadian Heritage to procure available greener alternatives to virgin paper.
- **T**ime bound: Target is ongoing and will be reported against in each year of the department's Sustainable Development Strategy.

ii. Implementation Strategy:

- PCH will continue to monitor paper procurement activities to ensure that the established targets are met.
- Recommendations promoting green procurement items will be made to clients purchasing paper.

8.11 As of April 1, 2011, each department will establish SMART targets for training, employee performance evaluations, and management processes and controls, as they pertain to procurement decision-making.

Training for select employees. **By March 31, 2014, 90% of materiel managers and procurement personnel will have taken a recognized training course on green procurement offered by the Canada School of Public Service and 90% of new acquisition cardholders will have been trained on green procurement practices through departmental training.**		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of materiel managers and procurement personnel who have completed training relative to the total number of materiel managers and procurement personnel. Number of new acquisition cardholders (cannot be estimated) who have completed training relative to the total number of new acquisition cardholders.	90%	
Progress against measure in the given fiscal year.	90%	

Strategies / Comments

i. Canadian Heritage has ensured that this target meets SMART criteria, including:

- **S**pecific: This target applies to a designated percentage of materiel managers and procurement personnel. There are 17 such positions within the department. New acquisition cardholders (cannot be estimated) will also be targeted.
- **M**easurable: The number of materiel managers, procurement personnel and acquisition cardholders that have Green Procurement training. Information to track this progress against this target is available through Individual Learning Plans, Human Resources and Workplace Management reports and listings of new card issuances and related training.
- **A**chievable: Trainings will be included in the annual training plans.
- **R**elevant: Materiel managers and procurement personnel generally handle departmental procurements over $10,000.
- **T**ime bound: Target must be achieved by March 31, 2014.

ii. Implementation Strategy:

- PCH will continue to monitor training activities to ensure that the established targets are met.
- PCH will see if control measures or measurement instruments can be implemented to facilitate the tracking of training activities as they relate to green procurement.

Employee performance evaluations for managers and functional heads of procurement and materiel management. **By March 31, 2012, all identified managers and functional heads will have environmental consideration clauses incorporated into their performance evaluations.**		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of performance evaluations of identified managers and functional heads that have included environmental consideration clauses relative to the total number of identified managers and functional heads.	4/4	
Progress against measure in the given fiscal year.	100%	

Strategies / Comments

i. Canadian Heritage has ensured that this target meets SMART criteria, including:

- **S**pecific: This target applies to 1 designated Manager and 3 Functional Heads of procurement and materiel management.
- **M**easurable: This applies to individuals in the targeted positions.
- **A**chievable: Performance agreements will include Green Procurement provisions.
- **R**elevant: Procurement functional specialists report to these managers and functional heads.
- **T**ime bound: Targets are established for a specific period (one fiscal year).

ii. Implementation Strategy:

- PCH will continue to monitor the content of performance evaluations for the identified resources to ensure that environmental considerations are included.

Management processes and controls. **By March 31, 2014, a minimum of 3 designated procurement and material management processes and controls will include environmental performance considerations.**		
Performance Measure	**RPP**	**DPR**
Target Status		
Number of designated procurement and materiel management processes and controls that include environmental performance considerations, relative to all designated procurement and materiel management processes and controls.	3	
Progress against measure in the given fiscal year.	100%	

Strategies / Comments

i. Canadian Heritage has ensured that this target meets SMART criteria, including:

- **S**pecific: Target refers to a specific number of identified management processes and controls.
- **M**easurable: Canadian Heritage will be developing/modifying three management processes and controls to include environmental performance considerations by the end of fiscal year 2013-14.
- **A**chievable: The mandate will be modified accordingly.
- **R**elevant: Priority will be given to processes and controls that affect procurement in excess of $10,000.
- **T**ime bound: Target must be achieved by March 31, 2014.

ii. Implementation Strategies:

- PCH will identify procurement and materiel management processes and controls in regards to the incorporation of environmental performance considerations in its ongoing activities.

Notes:

1 This would be demonstrated by achieving LEED NC Silver, Green Globes Design 3 Globes, or equivalent.
2 Assessment tools include: BOMA BESt, Green Globes or equivalent.
3 Assessment tools include: BOMA BESt, an appropriately tailored BOMA International Green Lease Standard, or equivalent.
4 This would be demonstrated by achieving LEED CI Silver, Green Globes Fit-Up 3 Globes, or equivalent.
5 Alternatively, departments and agencies bound by the *Policy on Green Procurement* but not the *Federal Sustainable Development Act (FSDA)* can follow the approach required of FSDA departments for green procurement by setting and reporting on green procurement targets as specified in the green procurement sections 8.10 and 8.11 above.

SECTION V – Hyperlink to the Canadian Heritage 2013-14 Report on Plans and Priorities, Online Table on Greening Government Operations

Canadian Heritage website: Publications, The Department, *2013-14 Report on Plans and Priorities*: http://www.pch.gc.ca/pc-ch/publctn/mindep-eng.cfm

SECTION VI – Hyperlink to the Federal Sustainable Development Strategy

Environment Canada website, *Federal Sustainable Development Strategy for Canada*, October 2010: http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=F93CD795-1

SECTION VII - Other Items of Interest

Organizational Contact Information

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*The toll-free lines have agents available to answer your questions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern Time).

**The TTY is a telecommunication device for people who are deaf, hard of hearing, or speech-impaired.